



# **TASK ORDER (TO)**

**47QFCA21F0087  
Modification P00003**

## **Special Operations Forces Emerging Threats, Operations, and Planning Support (SOFETOPS)**

**in support of:**

### **United States Army Special Operations Command (USASOC)**



**Awarded to:**

**TBD under the General Services Administration (GSA) One Acquisition Solution for Integrated Services (OASIS) Multiple Award (MA) Indefinite Delivery/Indefinite Quantity (IDIQ) – Pool 1 Contract**

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**Issued by:**

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## **C.1 BACKGROUND**

The 2018 National Defense Strategy stated that the United States (U.S.) must evolve to maintain a competitive advantage against adversaries. As state and non-state actors and Violent Extremist Organizations (VEO) threaten our national security objectives, it is the mission of the U.S. Army Special Operations Command (USASOC) to provide the U.S. Army and the Joint Force with the most ready and lethal Special Operations Forces (SOF).

USASOC is a major command of the U.S. Army and the Army Service Component Command (ASCC) of the U.S. Special Operations Command (USSOCOM). USASOC is responsible for conducting worldwide special operations missions (e.g., Direct Action (DA), Special Reconnaissance (SR), Countering Weapons of Mass Destruction (CWMD), counterterrorism, Unconventional Warfare (UW), Foreign Internal Defense (FID), Security Force Assistance (SFA), hostage rescue and recovery, counterinsurgency, foreign humanitarian assistance, Military Information Support Operations (MISO), and Civil Affairs Operations (CAO)) in dynamic and ambiguous high-risk environments to address threats from hostile states, VEOs, other non-state entities, and individual actors increasingly willing to use violence to achieve their political and ideological ends. USASOC is headquartered at Fort Bragg, North Carolina (NC).

USSOCOM is unique among the Combatant Commands (CCMDs) in that it performs service-like functions and has military department-like responsibilities and authorities. A Theater Special Operations Command (TSOC) is a subordinate unified command of USSOCOM. TSOCs perform broad, continuous missions uniquely suited to SOF capabilities. The Secretary of Defense (SecDef) has assigned Operational Control (OPCON) of the TSOCs and attached SOF tactical units to their respective Geographic Combatant Commander (GCC) via the Global Force Management Implementation Guidance. USASOC is the designated Army component command for USSOCOM and provides manned, trained, and equipped Army Special Operations Forces (ARSOF). Naval Special Warfare Command (WARCOM) is designated the Navy component command of USSOCOM and mans, trains, equips, and provides Sea, Air and Land (SEAL) teams. The U.S. Air Force Special Operations Command (AFSOC) is designated the Air Force component of USSOCOM and organizes, trains, equips, and provides trained Air Force SOF. The U.S. Marine Corps Forces, Special Operations Command (MARSOC) is designated the Marine Corps component of USSOCOM and trains, equips, and provides Marine Corps SOF.

Special operations require unique modes of employment, Tactics, Techniques, and Procedures (TTPs), and equipment. They are often conducted in hostile, denied, or politically and/or diplomatically sensitive environments, and they are characterized by one or more of the following: time-sensitivity, clandestine or covert nature, low visibility, work with or through indigenous forces, greater requirements for regional orientation and cultural expertise, and a higher degree of risk. Special operations provide Joint Force Commanders (JFCs) and Chiefs of Mission (COMs) with discrete, precise, and scalable options that can be synchronized with activities of other interagency partners to achieve U.S. Government objectives. These operations are designed in a culturally attuned manner to create both immediate and enduring effects to help prevent and deter conflict or prevail in war. They assess and shape foreign political and military environments unilaterally or with Host Nations (HNs), Multi-National (MN) partners, and indigenous populations. Although special operations can be conducted independently, most are coordinated with Conventional Forces (CF), interagency partners, and MN partners and may include work with indigenous, insurgent, or irregular forces. Special operations may differ from

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conventional operations in degree of strategic, physical, and political and/or diplomatic risk; operational techniques; modes of employment; and dependence on intelligence and indigenous assets.

### **C.1.1 PURPOSE**

The purpose of this TO is to provide USASOC and its strategic partners, MARSOC, WARCOM, AFSOC, USSOCOM, and other Special Operations Commands such as the TSOCs and Joint Special Operations Command (JSOC) with integrated Information Warfare (IW) and Electronic Warfare (EW) support, training development and delivery, planning and operations, analysis and assessments, exercise planning and assessment, readiness and modernization support, and logistics services. This requirement is driven by emerging needs and continually evolving SOF missions and requirements.

The services performed under this TO will assist USASOC, its strategic partners, and partner nations with mission accomplishment by providing integrated operational support across the full cycle of SOF support (i.e., man, train, equip, educate, organize, sustain, and support) to conduct special operations. Work performed under this TO will support all SOF core activities listed in Joint Publication (JP) 3-05 Special Operations: DA, SR, CWMD, counterterrorism, UW, FID, SFA, hostage rescue and recovery, counterinsurgency, foreign humanitarian assistance, MISO, and CAO. Support for SOF is tailored to the situation and mission with flexibility to withstand dynamic Operational Environments (OEs). Support arrangements often cross service lines to utilize unique capabilities and sustain independent and low visibility operations in austere and remote areas. This support spans all physical domains including air, land, maritime, space, and cyberspace; encompasses all branches of the U.S. Armed Forces; and includes IW and EW support.

### **C.1.2 AGENCY MISSION**

The USASOC mission is to man, train, equip, educate, organize, sustain, and support forces to conduct special operations across the full range of military operations and spectrum of conflict in support of JFCs and interagency partners to meet theater and national objectives. Its ability to enhance interoperability, integration, collaboration, and innovation across multiple mission partners and stakeholders is essential to USASOC's mission.

### **C.2 SCOPE**

The scope of this TO is to provide the solutions and professional services that will further refine the interoperability, coordination, and synchronization between USASOC and its strategic partners. This support spans all domains including air, land, maritime, space, and cyberspace; encompasses all branches of the U.S. Armed Forces; and includes IW and EW support. These services are for many tasks that include threat analysis, operational and tactical advisory support, training development and delivery, and Information Warfare (IW) services (see Section C.5 Tasks). Services shall be provided to USASOC's strategic partners including, but not limited to, USSOCOM, MARSOC, WARCOM, AFSOC, and the following operational and training commands.

- a. 1st Special Forces Command (1st SFC) and its component elements
- b. U.S. Army Special Operations Aviation Command (USASOAC)

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- c. U.S. Army John F. Kennedy Special Warfare Center and School (USJFKSWCS)
- d. JSOC
- e. Special Operations Command Africa (SOCAF)
- f. Special Operations Command Central (SOCCENT)
- g. Special Operations Command Europe (SOCEUR)
- h. Special Operations Command Korea (SOCKOR)
- i. Special Operations Command North (SOCNORTH)
- j. Special Operations Command Pacific (SOCPAC)
- k. Special Operations Command South (SOCSOUTH)
- l. Office of the Assistant Secretary of Defense – Special Operations and Low Intensity Conflict (ASD-SOLIC)

The contractor shall perform services at Government and contractor facility sites in the Continental U.S. (CONUS) and Outside CONUS (OCONUS). Purchasing weapons systems is not within scope of this TO. Use of weapons systems, other than as it relates to the analytical and technical support described in Section C of the TO, is not within scope of this TO.

### **C.3 CURRENT ENVIRONMENT**

Today's OE presents threats to the Army and Joint Force that are significantly dangerous in terms of capability and magnitude. Major regional powers seek to gain strategic positional advantage and influence. These nations and other adversaries are fielding capabilities to deny long-held U.S. freedom of action in the air, land, maritime, space, and cyberspace domains and reduce U.S. influence in critical areas of the world. Emergent threats, including EW and IW, are an enduring condition of the current and future OEs. While the Army will continue ongoing special operations, global and regional emergent threats will influence current operations, training, and mission readiness. Support for this TO spans all domains including air, land, maritime, space, and cyberspace; encompasses all branches of the U.S. Armed Forces; and includes IW and EW support.

All TO work shall be completed in accordance with Army doctrine contained at <https://armypubs.army.mil> and GSA policy expressed herein. A partial list of relevant tools, hardware, and software that are currently in use within the Army, is provided as an attachment (Section J, Attachment U).

### **C.4 OBJECTIVE**

The objective of the Special Operations Forces Emerging Threats, Operations, and Planning Support (SOFETOPS) TO is to create a flexible and adaptable enterprise acquisition that can accommodate a wide array of unique and complementary capabilities to support organizations performing missions and activities that enhance USSOCOM's mission success. The SOFETOPS TO will ensure the ability to deliver real-time operational support that is driven by a larger understanding of SOF requirements and continually adapted based on the changing and emerging threat environments, ultimately resulting in improved collaboration, efficiencies, synergies, and integration across all components.

This TO is a highly complex, performance-based TO with contractor services required at numerous geographical locations and installations worldwide. Support will be required across a

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variety of domains, including air, land, maritime, space, and cyberspace, and it will encompass all branches of the U.S. Armed Forces. IW and EW support will be required as IW and EW become increasingly prevalent threats within the OE.

Coordinated service delivery and an established approach to managing risk across all organizations are critical to the success of this TO. The contractor will be required to build synergies within the organizations, drive efficiencies, promote integration, share knowledge, and streamline processes and procedures, where appropriate, in conjunction with the Government.

While the scope of the TO contains many tasks, the majority of the work will be in support of Task 2 - Provide Threat Analyses, Assessments, and Planning Support, Task 3 - Provide Operational, Tactical, Analytical, and Advisory Support, Task 4 - Provide Training Development and Delivery Services, and Task 5 - Provide Information Warfare (IW) Services and Solutions.

### **C.5 TASKS**

The contractor shall provide support for the tasks and subtasks, including IW and EW support, in a variety of domains such as air, land, maritime, space, and cyberspace across all branches of the U.S. Armed Forces. Specific tasks under the SOFETOPS TO include:

- a. Task 1 – Provide Program Management Support
- b. Task 2 – Provide Threat Analyses, Assessments, and Planning Support
- c. Task 3 – Provide Operational, Tactical, Analytical, and Advisory Support
- d. Task 4 – Provide Training Development and Delivery Services
- e. Task 5 – Provide Information Warfare (IW) Services and Solutions
- f. Task 6 – Provide Logistics and Equipment Services
- g. Task 7 – Provide Exercise and Assessment Support Services
- h. Task 8 – Provide Modernization and Innovation Services
- i. Task 9 – Provide Mission Enabling Support

#### **C.5.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT SUPPORT**

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS).

The contractor's TO governance structure shall be scalable to effectively support a multi-tenant environment, which is defined as multiple Government entities with the need to separately track project management and TO elements such as requirements, deliverables, costs, and ceiling. The contractor shall use a Work Breakdown Structure (WBS), a component of the Project Management Plan (PMP) (Section F, Deliverable 07), during the performance of the task. During the life of the TO, the Government will require varying levels of support on behalf of the organizations listed in Section C, as well as the functional and operational aligned commands with regard to joint exercises. The Government requires a high degree of administrative tracking of discrete work packages in the WBS.

The Government will utilize the term TDL to identify and track operational support needs. The Government anticipates that ten to 50 TDLs will be initiated at varying times within a PoP and

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consist of various appropriation types (e.g., one-year, two-year, or no-year), depending on the bona fide need. These efforts can be severable or non-severable in nature, further impacting the level of tracking required to ensure that the Government maximizes the availability of funds. The Government will include the severability designation in the request for support. TDLs will have varying schedule requirements. It is anticipated that most TDLs will require services to be provided within 30 days of Technical Direction Plan (TDP) approval or an alternative Government-approved schedule.

Overarching program management support shall be ongoing throughout the life of the TO; a TDL will not be issued for the contractor to execute the subtasks in Task 1.

### **C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING**

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for USASOC. The contractor shall completely fill in all required data fields using the following web address:  
<http://www.sam.gov>.

Reporting inputs will be for the labor executed during the PoP during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported No Later Than (NLT) October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.sam.gov>.

### **C.5.1.2 SUBTASK 2 – COORDINATE A PROGRAM KICK-OFF MEETING**

The contractor shall schedule, coordinate, and host a Program Kick-Off Meeting at the location approved by the Government (Section F, Deliverable 01). The meeting shall provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting shall provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include contractor Key Personnel, the USASOC Technical Point of Contact (TPOC), representatives from the directorates, other relevant Government personnel, and the Federal Systems Integration and Management Center (FEDSIM) Contracting Officer's Representative (COR).

At least three days prior to the Program Kick-Off Meeting, the contractor shall provide a Program Kick-Off Meeting Agenda (Section F, Deliverable 02) for review and approval by the FEDSIM COR and the USASOC TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of Contact (POCs) for all parties.
- b. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
- c. Project Staffing Plan and status.
- d. Transition-In Plan (Section F, Deliverable 12) and discussion.
- e. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
- f. Financial reporting and invoicing requirements.

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- g. TDL management process.
- h. Quality Management Plan (QMP) (Section F, Deliverable 11).

The Government will provide the contractor with the number of Government participants for the Program Kick-Off Meeting, and the contractor shall provide copies of the presentation for all present.

The contractor shall draft and provide a Program Kick-Off Meeting Minutes Report (Section F, Deliverable 03), documenting the Program Kick-Off Meeting discussion and capturing any action items.

### **C.5.1.3 SUBTASK 3 – PREPARE A MONTHLY STATUS REPORT (MSR)**

The contractor shall develop and provide an MSR (Section J, Attachment F) (Section F, Deliverable 04). The MSR shall include the following:

- a. Activities during reporting period, by task (include ongoing activities, new activities, and activities completed, and progress to date on all above-mentioned activities). Each section shall start with a brief description of the task.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Current Personnel Roster (Section F, Deliverable 08) that includes all contractor personnel (including subcontractors and teaming partners) by location, project, OASIS labor category, and functional role. The roster shall also specifically identify any gains, losses, and status changes (e.g., security clearance).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- g. Cost incurred by CLIN and TDL.
- h. Accumulated invoiced cost for each CLIN and TDL up to the previous month.
- i. Projected cost of each CLIN and TDL for the current month.

### **C.5.1.4 SUBTASK 4 – CONVENE TECHNICAL STATUS MEETINGS**

The contractor Program Manager (PM) shall convene a monthly Technical Status Meeting with the USASOC TPOC, FEDSIM COR, and other Government stakeholders (Section F, Deliverable 05). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR (Section F, Deliverable 06).

### **C.5.1.5 SUBTASK 5 – PREPARE AND UPDATE A PROJECT MANAGEMENT PLAN (PMP)**

The contractor shall document all support requirements in a PMP and shall provide it to the Government (Section F, Deliverable 07).

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The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
  1. Include an SOP (Section F, Deliverable 61) that details the approval process, roles and responsibilities of contractor and Government personnel, and how the contractor shall manage arrivals and departures of personnel in the territory of another nation.
  2. Include an SOP (Section F, Deliverable 62) that outlines in detail the contractor's processes and procedures for managing relocation and repatriation activities and the contractor's proposed relocation and repatriation costs.
  3. Include an SOP (Section F, Deliverable 63) that outlines in detail the contractor's processes and procedures for managing Living Quarters Allowance (LQA).
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall WBS with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, format, and other rules of engagement between the contractor and the Government.
- g. Include the contractor's QMP (Section F, Deliverable 11).
- h. Include a Personnel Roster (Section F, Deliverable 08) that includes all contractor personnel (including subcontractors and teaming partners) by location, project, OASIS labor category, and functional role.
- i. Contain a decision log to provide a concise, centralized record of all decisions, approvals, or agreements affecting the scope, schedule, or internal and/or external deliverables for the TO identified by task and TDL and organized by TDL.

The PMP is an evolutionary document that shall be updated annually at a minimum and as project changes occur. The contractor shall work from the latest Government-approved version of the PMP.

### **C.5.1.6 SUBTASK 6 – PREPARE TRIP REPORTS**

The Government will identify the need for a Trip Report (Section J, Attachment G) (Section F, Deliverable 09) when the Travel Authorization Request (TAR) (Section J, Attachment M) (Section F, Deliverable 10) is submitted. The contractor shall keep a summary of all long-distance travel including the name of the employee, location of travel, duration of trip, POC at travel location, and other relevant information. Trip Reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, Trip Reports shall be prepared with the information provided in Section J, Attachment G.

### **C.5.1.7 SUBTASK 7 – PROVIDE QUALITY MANAGEMENT**

The contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the TO. The contractor shall provide a QMP



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and maintain and updated it as changes in the program processes are identified (Section F, Deliverable 11). The contractor's QMP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for accomplishing TO performance expectations and objectives. The QMP shall describe how the appropriate methodology integrates with the Government's requirements.

### **C.5.1.8 SUBTASK 8 – TRANSITION-IN**

The contractor shall provide a Transition-In Plan (Section F, Deliverable 12) as required in Section F. The SOFETOPS TO is a new requirement; however, the contractor shall facilitate knowledge transfer of existing Government-Furnished Information (GFI) during transition-in. The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan NLT ten calendar days after TOA, and all transition activities shall be completed 90 calendar days after approval of the Transition-In Plan.

### **C.5.1.9 SUBTASK 9 – TRANSITION-OUT**

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan within six months of Project Start (PS) (Section F, Deliverable 13). The contractor shall review and update the Transition-Out Plan in accordance with the specifications in Sections E and F.

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel roles and responsibilities.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings (Section F, Deliverable 14) or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

### **C.5.1.10 SUBTASK 10 – CONTRACTOR SECURITY SUPPORT**

The contractor shall support contractor security administration at multiple locations. Support includes contractor security education and training and administration support. The contractor shall develop, coordinate, and execute security objectives for contractor personnel security issues. These actions shall include:

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- a. Providing administrative processing of contractor personnel and contractor access to the Defense Information System for Security (DISS).
- b. Developing and submitting contractor facility and equipment security accreditation packages.
- c. Participating in contractor security-related assessments and evaluations.
- d. Reviewing, tracking, and monitoring contractor security clearance processing activities with appropriate Government personnel to achieve appropriate clearance actions.
- e. Advising contractor staff on proper document profiling and customization, markings, and dissemination, including Controlled Unclassified Information (CUI) procedures.

The contractor shall develop an Operations Security (OPSEC) SOP Plan (Section F, Deliverable 15) within 90 calendar days of TOA, to be reviewed and approved by the FEDSIM COR and USASOC TPOC. This OPSEC SOP Plan shall include the Government's critical information, why it needs to be protected, where it is located, who is responsible for it, and how to protect it. The contractor shall implement its OPSEC SOP Plan upon approval by the Government.

### **C.5.1.11 SUBTASK 11 – ESTABLISH AND MAINTAIN TASK ORDER MANAGEMENT PORTAL**

The contractor shall establish and maintain an unclassified TO management portal that approved personnel can access worldwide. The TO management portal shall be hosted in a secure environment and accessible via a mobile device. The objective of the TO management portal is to provide a central location for the Government and contractor to access management-level information regarding the status and health of TO activities, introduce program efficiencies, and ensure coordinated service delivery worldwide.

The TO management portal shall possess a workflow process that automates the contractor's TO management processes, including tracking TDLs and submitting Requests to Initiate Purchases (RIPs) (Section J, Attachment N), TARs (Section J, Attachment M), and Trip Reports (Section J, Attachment G). This workflow process shall allow the FEDSIM COR, USASOC TPOC, and other Government personnel to provide digital concurrence and approval for RIPs, TARs, and Trip Reports as well as notify the Government that approval is requested. All Government information shall be extractable in Microsoft (MS) Office or Portable Document Format (PDF) format. The Government seeks maximum efficiencies for the TO management portal.

At a minimum, the TO management portal shall provide the following:

- a. Secure logical access controls with role-based views (e.g., FEDSIM COR, USASOC TPOC, tenant).
- b. An organized document library to store management-related deliverables (e.g., MSRs including appended Trip Reports, PMP, Transition-Out Plan, QMP, TARs, RIPs).
- c. All other TO deliverables.
- d. Deliverable status (e.g., provided and pending).
- e. A dashboard that identifies each TDL being supported and includes the following:
  1. TDL ID
  2. Client Name
  3. TDL Name
  4. Abbreviated work description

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5. Customer POC information
6. Contractor POC information
7. TDL start date
8. TDL end date
9. Allocated budget by CLIN
10. Funded amount by CLIN
11. Incurred cost amount by CLIN
12. Invoiced amount by CLIN
13. Burn Rate by CLIN
- f. An automated workflow for Government review/approval of RIPs/Consent to Purchase (CTP) and TARs, inclusive of the USASOC TPOC, FEDSIM COR, and Government TDL sponsor, if other than USASOC TPOC.
- g. The ability to view financial information to allow the Government to track each effort's financial health, including current and past period cost data by CLIN and TDL. The Government will establish the level of granularity needed at the onset of an effort (e.g., TDL, funding document, or line of accounting level).

The contractor shall provide the USASOC TPOC and FEDSIM COR with a recommended TO management portal strategy or solution (Section F, Deliverable 16) within 30 workdays of PS. Once the FEDSIM COR has provided the contractor with authority to proceed, the contractor shall ensure that the TO management portal (Section F, Deliverable 17) is operational within 30 workdays of the approval. The TO management portal capabilities are expected to evolve and adapt to meet the mission needs of the Government.

### **C.5.1.12 SUBTASK 12 – PREPARE AND UPDATE TECHNICAL DIRECTION PLAN(S) (TDP)**

The Government anticipates that this will be a project-based TO with multiple projects operating concurrently among the USASOC and its strategic partners. Work within the scope and tasks of the SOFETOPS TO will be directed by the USASOC and its strategic partners through a SOFETOPS TDL initiated by the Government and completed by the contractor in the form of a TDP (Section F, Deliverable 18). The FEDSIM CO will provide written confirmation and approval that each TDL is within the SOFETOPS TO scope of requirements and ready to be developed into a TDP. The contractor shall provide all expertise and services as stated in the TO to develop the TDP in order to deliver the integrated professional services required by the SOFETOPS mission partner.

TDLs will be initiated by the Government at varying times within a TO PoP, consisting of various appropriation types (e.g., one-year, two-year, or no-year funding), depending on the bona fide need. These efforts may be severable or non-severable.

Upon FEDSIM approval of and in response to the Government provided TDL, the contractor shall provide, at a minimum, the following information as part of a TDP:

- a. Summary of the Government's requirements that includes, at a minimum, the project specifications, structure, activities, conditions, risks, mitigations, and schedule from project inception through project closeout. All project milestones shall be detailed with clear, unambiguous target dates.

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- b. Project staffing and resource profile.
- c. Travel and ODCs considerations.
- d. Security considerations.
- e. Detailed project cost estimate for the TDL broken out by CLIN.

Once the TDP (Section F, Deliverable 18) has been approved by the FEDSIM CO and FEDSIM COR, the contractor shall schedule and coordinate a TDL Project Kick-Off Meeting (Section F, Deliverable 19) at a location approved by the Government. TDL Project Kick-Off Meetings may be held virtually pending approval from the FEDSIM COR. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the project. The meeting will provide the Government and the contractor with an opportunity to discuss technical, management, and security issues as well as other TO processes and procedures. At a minimum, the attendees shall include the contractor PM, relevant Government representatives, the USASOC TPOC, the FEDSIM COR, and relevant contractor representatives.

Prior to the TDL Project Kick-Off Meeting, the contractor shall provide a TDL Project Kick-Off Meeting Agenda (Section F, Deliverable 20) for review and approval by the FEDSIM COR and the USASOC TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics:

- a. Introduction of team members and personnel including roles, responsibilities, and lines of communication between the contractor and the Government.
- b. Discussion of the TDL requirements.
- c. Discussion of the schedule.
- d. Discussion of the cost estimate.
- e. Discussion of staffing and status.

The contractor shall draft and provide a TDL Project Kick-Off Meeting Minutes Report (Section F, Deliverable 21) documenting the TDL Project Kick-Off Meeting discussion and capturing any action items.

Following the TDL Project Kick-Off Meeting, the contractor shall provide the updated TDP (Section F, Deliverable 18) to the FEDSIM CO and FEDSIM COR for review and approval in accordance with Section E. The TDP is an evolutionary document that shall be updated, at a minimum, annually at the exercise of each TO Option Period, as project changes occur, or as the project reaches completion. The contractor shall work from the latest Government-approved version of the TDP. If there is a conflict between the TDP and the TO, the TO shall always take precedence. The FEDSIM CO will approve all changes.

All TDP development for USASOC and its strategic partners shall have Government approval and an associated TDL approved by the FEDSIM CO and COR prior to commencement of work. Any TDP development for work not within the SOFETOPS TO scope of requirements will not be accepted. TDP development for TDLs that have not been approved by the FEDSIM CO shall not be directly chargeable to the Task Order.

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### **C.5.1.13 SUBTASK 13 – MANAGE TRAVEL AND PURCHASING (TAR, RIP, AND CTP) REQUESTS**

The contractor shall implement travel and purchasing processes consistent with supporting a multi-tenant stakeholder environment. During the TO PoP, the Government expects the operational tempo of the program to require multiple purchase or travel requests (e.g., RIPs, CTPs, and TARs) on a weekly basis.

To the maximum extent practicable, the contractor shall ensure that requests are submitted in a timely manner, with enough time for Government (i.e., FEDSIM COR, USASOC TPOC, and Government TDL sponsor, if other than USASOC TPOC) review and concurrence. No travel or purchases shall occur without Government concurrence by the FEDSIM COR, USASOC TPOC, and Government TDL sponsor, if other than USASOC TPOC. Costs for travel or purchases that occur without proper Government approval will be borne by the contractor.

### **C.5.2 TASK 2 – PROVIDE THREAT ANALYSES, ASSESSMENTS, AND PLANNING SUPPORT**

The contractor shall provide special operations-focused threat analysis, assessments, and planning to USASOC, its subordinate commands, and its strategic and operational partners. This support assists SOF mission accomplishment and includes conducting complex strategic planning, assessments, and policy analysis; providing strategic engagement support; and providing planning support to Security Assistance (SA) and Security Cooperation (SC) efforts.

The contractor shall assess the current strategic and operational planning efforts for USASOC and strategic partner initiatives and verify that appropriate concepts, capabilities, technologies, and non-materiel solutions have been identified and incorporated to enhance the effectiveness of SOF operations. These assessments (Section F, Deliverable 22) shall include:

- a. Analysis of the integration of Command and Control (C2) and critical mission systems infrastructure.
- b. Logistical challenges associated with support to SOF operations.
- c. Threats to Force Protection (FP) including improvised threats.
- d. Threats to the interests of the U.S., allies, and partner nations.

The contractor shall also conduct gap analyses (Section F, Deliverable 23) of strategies and plans to identify, assess, and mitigate any potential risks present in the core missions for USASOC, its subordinate commands, and its strategic and operational partners.

Additionally, the contractor shall provide existent, emergent, and re-emerging threat analyses and assessments (Section F, Deliverable 24) to support SOF operations and readiness capabilities that address threats. As threats emerge, support will evolve. Current threats include the following:

- a. Artificial Intelligence (AI).
- b. Ballistic threats.
- c. Chemical, Biological, Radiological, and Nuclear (CBRN).
- d. Complex terrains, including Sub-Terrain (Sub-T) and dense urban areas.
- e. Counter-Unmanned Aircraft Systems (C-UAS) capabilities.
- f. Cyber and Electromagnetic Activities (CEMA).

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- g. Document and Media Exploitation (DOMEX).
- h. Electromagnetic Interference (EMI).
- i. EW.
- j. Identity operations.
- k. Improvised Explosive Devices (IED).
- l. Insider threats.
- m. Multi-Domain Operations (MDO).
- n. Unmanned Aircraft Systems (UAS).
- o. Unmanned Ground Vehicle (UGV) technology
- p. Weapons of Mass Destruction (WMDs)

This task will require open-source, unclassified analysis at its lowest level and classified Secret or Top Secret/Sensitive Compartmented Information (TS/SCI)/Special Access Programs (SAP) information at its highest level. Classified analysis will typically be performed in Government facilities. Assessments will be required at the global, regional, and country levels. This includes near-peer and “2+3” challenges (i.e., China and Russia as the primaries, followed by North Korea, Iran, and VEOs). This information must be current, credible, and accurate and will be utilized to develop strategies for training development and delivery and readiness support. These assessments may also be utilized as strategic plans at the ASCC and CCMD levels.

This support shall be provided at CONUS and OCONUS locations as required by USASOC, its subordinate commands, and strategic/operational partners.

### **C.5.2.1 SUBTASK 1 – ANALYSIS AND ASSESSMENT SUPPORT**

The contractor shall conduct analyses, as directed by the Government, to identify threats and/or risks and recommend how USASOC, its subordinate commands, and other strategic and operational partners can best defend themselves. As global and regional challenges arise and evolve, the contractor shall continually assess the environment and provide the Government with assessments focused on topics such as the following.

- a. Current and/or emerging crises.
- b. Non-traditional information collection activities.
- c. OEs (including the political, military, economic, social, information, infrastructure, physical environment of designated areas, and other attributes as required).
- d. Organizational design concepts.
- e. Readiness and modernization trends.
- f. Threat trends.

At a minimum, assessment reports (Section F, Deliverable 25) shall detail the research conducted, the analysis performed, risks and potential or real impacts, and any recommendations for the Government to consider. The contractor shall also support the development and implementation of potential outputs from the assessment reports by providing analytical and technical support to assist the Government.

### **C.5.2.2 SUBTASK 2 – STRATEGY AND PLANS SUPPORT**

The contractor shall support the full range of joint planning activities at the strategic, operational, and tactical levels, across USASOC, its subordinate commands, and other strategic and operational partners. Joint planning support shall be focused on the end state, globally integrated and coordinated, resource and risk informed, framed within the OE, and adaptive and flexible.

The contractor's support shall be focused on the following areas.

- a. Command, Control, Communications and Computers (C4).
- b. Cyberspace.
- c. IW.
- d. Logistics to support the development, execution, management, and assessment of the family of military plans, such as:
  1. Bilateral planning.
  2. Continuity of Operations Plan (COOP).
  3. Country planning.
  4. Special program planning.
  5. Strategy and communications plans.
  6. Theater and global campaign planning.
  7. U.S.-only planning.
- e. Readiness and modernization.

This support also includes contributing to the Government's development of Contingency Plans (CONPLAN), Operation Plans (OPLANs), and Operation Orders (OPORDs).

The contractor shall also utilize both deliberate and crisis action planning procedures and be prepared to conduct truncated planning processes as required and in accordance with Joint Doctrine Publications 2.0, 3.0, 4.0, 5.0, and 6.0 and Commander Joint Chiefs of Staff Instructions (CJCSI) 3314.01 and 3110.02H.

For each planning effort, the contractor shall assist the Government with the development of base plans, annexes, appendices, and staff estimates. Additionally, the contractor shall participate in Joint Planning Groups and Operational Planning Teams (OPTs) with USASOC directorates and special staff, and it shall support crisis action planning teams as required.

### **C.5.2.3 SUBTASK 3 – KEY LEADER ENGAGEMENT (KLE) SUPPORT**

The contractor shall support KLE activities across USASOC, its subordinate commands, and other strategic and operational partners. The contractor shall support internal staff processes and procedures and be able to communicate and interact at a senior level. This support includes activities such as the following.

- a. Assisting with the planning and execution of engagement, information, and outreach programs.
- b. Drafting and editing correspondence letters, policy letters, memoranda, talking points, and notes on behalf of the Government.
- c. Maintaining mission and Command briefings.
- d. Assisting with staff and Command-related visits.

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The contractor shall prepare briefings (Section F, Deliverable 26) as required and shall assist the Government with the development, implementation, and assessment of strategic guidance focused on synchronizing communications, engagements, and priorities across USASOC, its subordinate commands, and other strategic and operational partners.

### **C.5.2.4 SUBTASK 4 – SECURITY ASSISTANCE (SA) AND SECURITY COOPERATION (SC) PROGRAM SUPPORT**

The contractor shall support the development, implementation, management, and assessment of SA and SC programs across USASOC, its subordinate commands, and other strategic and operational partners. SA and SC are in place to strengthen bilateral and, in some cases, multilateral relationships, enhance partner capacity and self-sufficiency, promote effective civil military relations, and provide recommended training equipment and materials. To effectively and efficiently provide support, the contractor shall coordinate and synchronize with other stakeholders such as the Office of the Secretary of Defense (OSD), GCC, U.S. Department of the State (DoS), U.S. Embassy country teams, and the Joint Staff (JS).

### **C.5.3 TASK 3 – PROVIDE OPERATIONAL, TACTICAL, ANALYTICAL, AND ADVISORY SUPPORT**

The contractor shall provide operational, tactical, analytical, and advisory support in the functional areas of intelligence, operations, and sensitive activities. Support may include the following areas.

- a. Analysis.
- b. Data collection.
- c. Dissemination activities.
- d. Geospatial analysis.
- e. Intelligence research.
- f. Interpretation.
- g. Production.
- h. Socio-cultural and human terrain analysis (inclusive of intelligence product build).
- i. Video analysis.

Support may also include subject matter expertise for SOF planning and operational execution as well as ancillary infrastructure enhancement. This support shall be provided at CONUS and OCONUS locations as required by USASOC, its subordinate commands, and strategic/operational partners. The support may require contractor personnel to collocate with deployed SOF forces for extended periods of time (i.e., long-term Temporary Duty (TDY)).

#### **C.5.3.1 SUBTASK 1 – PROVIDE ANALYTICAL SUPPORT**

The contractor shall provide analytical support to enable USASOC, its subordinate commands, and other strategic and operational partners to provide support to SOF organizations at the strategic, operational, and tactical levels. This includes deployable expertise with reach-back capability. In support of this task, the contractor shall perform multi-discipline intelligence analysis (Section F, Deliverable 27) to provide services that include the following activities.

- a. Provide indications and warnings.



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- b. Identify CWMD threat and capability gaps and provide potential Courses of Action (CoA) (Section F, Deliverable 28).
- c. Conduct multi-layered, multi-intelligence research and analysis in cooperation with other SOF and Government analytical teams to define and assess patterns of human and enemy network activities for support of ongoing SOF operations.
- d. Provide specialized expertise in qualitative and quantitative research and analysis to provide an analytically derived, empirically supported, quantitative basis for decisions regarding targeting and other options to enhance the operational effectiveness of network attack efforts.
- e. Support the Government's research and development of tactical, operational, and strategic initiatives, which codify successful pathway defeat approaches to frustrate and neutralize WMD devices and operations. This includes component trans-shipment, weaponization, and other related or supporting activities.
- f. Maintain liaison and co-locate with the intelligence and interagency communities to develop analyst-to-analyst communications with operational and tactical consumers of intelligence. The purpose is to incorporate all analytics presented by participating agencies, organizational activities, and available technology into the required intelligence products.

### **C.5.3.2 SUBTASK 2 – PROVIDE TECHNICAL SUPPORT**

The contractor shall provide operational and technical support that will enable USASOC, its subordinate commands, and other strategic and operational partners to provide steady-state and surge support to SOF organizations at the strategic, operational, and tactical levels. Personnel working on this subtask may deploy and provide the stated services in Hazardous Duty/Combat Zones (HD/CZ). Specifically, the contractor shall:

- a. Provide operational expertise at all levels of the command from the team/detachment level to USSOCOM level to enable successful SOF operations.
- b. Provide specialized expertise during the planning and execution of SOF operations that increases supported unit situational understanding, capabilities, or capacity.
- c. Support the Government's analysis and the development of tactical, operational, and strategic initiatives which codify successful approaches to frustrate and neutralize WMD devices and operations, including component trans-shipment and weaponization and other related or supporting activities.
- d. Identify and recommend kinetic and non-kinetic measures military and non-military Government authorities can take to mitigate, frustrate, or thwart threat network operations, directly or indirectly, based on available conventional and unconventional intelligence research and analysis.

### **C.5.3.3 SUBTASK 3 – PROVIDE ADVISORY SUPPORT**

The contractor shall provide rapidly deployable expertise in all aspects of SOF operations to support SOF worldwide. The contractor shall perform the following activities.

- a. Gather information.
- b. Conduct quick look assessments.
- c. Provide support to deployed forces.

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- d. Conduct unit debriefings of re-deploying forces.
- e. Participate in training missions and pre-deployment activities.
- f. Participate in information exchanges with partner nations.

The contractor shall inform USASOC, subordinate commands, and strategic and operational partner leadership on lessons learned as well as readiness and modernization recommendations developed from direct observation of training, exercises, and ongoing operations. Results of any analysis shall be documented in Embedded Technical Analysis Reports unless otherwise specified (Section F, Deliverable 29).

### **C.5.3.4 SUBTASK 4 – PROVIDE SENSITIVE ACTIVITIES PLANNING SUPPORT**

The contractor shall support research, analysis, integration, and sustainment of SAPs, Alternate or Compensatory Control Measures (ACCM) programs, Special Technical Operations (STO), and Special Information Operations (SIO) initiatives for USASOC, its subordinate commands, and its strategic and operational partners. The contractor shall:

- a. Provide expertise for SAPs, STO, ACCM programs, and sensitive activity planning.
- b. Maintain situational awareness of SIO, SAPs, STO, and sensitive activity plans, operations, and units and provide an understanding of friendly/adversary capabilities in Government-designated locations.
- c. Analyze SAPs, STO, ACCM programs, FP, and sensitive activity capabilities for applicability and possible effectiveness in supporting current and future SOF missions and provide reach-back support for these missions to USASOC, its subordinate commands, and its strategic and operational partners.
- d. Use expertise and knowledge of SAP, STO, ACCM programs, and FP to provide analysis and capability CoAs (Section F, Deliverable 30) that apply to SOF core activities.
- e. Develop and prepare SAP/STO written documents (e.g., memos, information papers, significant activity, decision briefings, and briefing materials) (Section F, Deliverable 31) to support USASOC, its subordinate commands, and its strategic and operational partners in communications with Department of Defense (DoD) and Congressional leadership.
- f. Provide sensitive activity integration (Section F, Deliverable 32) directly to operations activated in OCONUS locations including Europe, Asia, Africa, South America, and other locations as required.
- g. Participate in all aspects of operational planning, including mission analysis, CoA development analysis, and operational concept development.
- h. Document operational planning activities and outcomes (Section F, Deliverable 33) using traditional and emerging tools and formats associated with the Military Decision Making Process (MDMP), such as mission analysis briefings, CoA decision and Concept of Operation (CONOPS) approval briefings; Decide, Detect, Deliver, Assess (D3A) execution matrices; generation of CONOPS documents; and generation of Fragmentary Orders (FRAGOs) developed by the Government.
- i. Integrate, synchronize, and facilitate compartmented, ACCM, and other technical capabilities, including available non-compartmented CWMD capabilities and processes, in support of the supported command's vision.

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- j. Identify and facilitate planning, assessment, and operational integration of new or underused compartmented, ACCM, and other technical capabilities in support of CWMD and other SOF core activities.
- k. Provide operational expertise at all levels of the command from the team/detachment level to USSOCOM level to enable successful SOF operations.
- l. Provide specialized expertise during the planning and execution of SOF operations that increases supported unit situational understanding, capabilities, or capacity.

### **C.5.4 TASK 4 – PROVIDE TRAINING DEVELOPMENT AND DELIVERY SERVICES**

The contractor shall respond to short-notice training requirements by developing and delivering training that permits SOF personnel to develop proficiency in new skills or environments. The contractor shall develop and deliver effective and relevant training tailored to the specialized requirements, modernization challenges, and mission environments of SOF units.

The contractor's developed training shall consider the SOF training needs such as extreme environmental and mission variables to build the capability to conduct diverse missions derived from the SOF core activities, IW, and EW. The contractor shall conduct realistic training that includes elements or conditions SOF may encounter, such as low visibility or darkness, adverse weather, live fire, maritime, airborne, subterranean, cyberspace, and air-ground integration. The contractor shall develop and deliver tough, realistic training that is as realistic as can safely be conducted. In addition, the contractors SOF training shall routinely train partner nation and MN forces. The contractor shall develop and deliver training to forward-deployed SOF, partner nations, and MN forces.

This support shall be provided at CONUS and OCONUS locations as required by USASOC, its subordinate commands, and strategic/operational partners.

#### **C.5.4.1 SUBTASK 1 – PROVIDE TRAINING METHODOLOGY FRAMEWORK**

The contractor shall use the outputs from the assessments and analyses conducted under this TO and any other relevant information sources to provide a training methodology framework (Section F, Deliverable 34). This framework shall identify how the contractor will work with the Government to satisfy current and emergent operational training domain development requirements. The training methodology framework shall include recommendations for how to best enhance the operational effectiveness of the troops in emergent threat environments and other threats around the world. The contractor shall introduce a training methodology, curriculum coordination, and collaboration among the Government. The contractor shall ensure training efficiencies are gained and redundancies minimized based on the structure of a particular organization. As a part of the contractor's training methodology framework, the Government is seeking recommendations on innovative training approaches that can be used to combat the challenges posed by existing and emergent threats.

The contractor shall identify ways the Army could improve the use of technology and introduce other innovative training approaches into the operational training domain delivery. One of the Army's priorities is to improve the readiness of units while making efficient use of limited resources. The contractor shall make recommendations regarding how to effectively and efficiently incorporate training across all training domains and within Live, Virtual,

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Constructive, and Gaming (LVCG) environments and the Synthetic Training Environment (STE).

The framework shall also contain a SOF training development methodology (Section F, Deliverable 35) that complements the tempo of SOF operations, the diversity of SOF training requirements, and the need for continuous collaboration between the Government and the contractor. The contractor shall incorporate input from SOF unit leaders when developing training for SOF organizations.

The contractor shall analyze and assess the data it collects during individual and collective training events and incorporate that with industry best practices, SOFETOPS training resources, threat and unit capabilities, and any other relevant sources to provide SOF Training Recommendation Reports (Section F, Deliverable 36). SOF Training Recommendation Reports shall detail how the SOFETOPS contractor can develop and deliver more effective and efficient training.

### **C.5.4.2 SUBTASK 2 – PROVIDE SOF TRAINING DEVELOPMENT SERVICES**

The contractor shall develop individual and collective training for SOF units at unit home stations, off-site training locations, Combat Training Centers, and forward-deployed locations. The contractor's personnel may be required to travel with units to observe certification and validation events to provide training, mentoring, coaching, and feedback regarding the effectiveness of the individual and collective training conducted.

Institutional domain training capability gaps create the requirements for contractor-developed training curricula to support instruction at SOF schools. The contractor shall develop training curricula as required to meet mission-driven readiness and modernization training requirements for institutional domain training. The contractor shall analyze and incorporate the appropriate mix of LVCG environments when developing training to create the most effective training environment.

Operational domain training capability gaps create the requirements for contractor-developed training plans to support operational forces. Training may be needed to close individual or collective training gaps as determined by contractor analysis or SOF unit leaders. Individual training may include fielding and employment of Program of Record (POR), newly fielded equipment and systems, and non-POR equipment in SOF units. Training developed to meet this requirement may include operator refresher training or training on new equipment being fielded to SOF units just prior to or during or even after deployment. SOF emphasizes a Train-the-Expert (T2E) approach. In the T2E approach, SOF professionals train their units on the individual and collective skills required for the unit to meet its mission requirements. The contractor shall develop SOF Individual Training Plans as required to meet mission-driven training readiness and modernization requirements for individual training.

Collective training gaps may require the contractor to develop training for units as small as a team up to and including large, complex units. SOF operational headquarters, may require training events up to and including training on distributed C2. The contractor shall develop SOF Collective Training Plans, as required, to meet mission-driven training readiness and modernization requirements for collective training.

The contractor shall provide training development services, including the following.

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- a. Provide individual training to develop or maintain proficiency in individual knowledge and skills. SOF individual training includes topics such as:
  1. Military freefall and static-line training.
  2. Combat dive training.
  3. Personnel recovery.
  4. Advanced special operations.
  5. Sensitive site exploitation.
  6. Leader training and leader development.
- b. Provide collective training. USASOC subordinate commands and units participate in Army and joint collective training to improve training readiness, certify and validate prior to operational deployment, and increase Coalition Force/SOF integration, interoperability, and interdependence. Collective training occurs at home station and Combat Training Centers (e.g., National Training Center (NTC) and Joint Readiness Training Center (JRTC)). Collective training for SOF also occurs during Special Operations Mission Training Center exercises, Joint National Training Capability exercises, Mission Command Training Program exercises, and Joint Chiefs of Staff (JCS) exercises.
- c. Provide specialized training. The breadth of SOF core activities require individuals and units to develop, maintain, and sustain proficiency in a myriad of technical and operational skills. Examples include:
  1. Small Unmanned Aerial System (sUAS) operator training.
  2. CWMD training.
  3. Real-time secure communications in contested, unreliable, and high-risk OEs.
- d. Develop Training Support Packages (TSP) (Section F, Deliverable 37) outlining the individual, collective, and leader training curriculum and adjustments to existing TSPs to address aspects such as new and emergent threats, TTPs, and changes in equipment. TSPs shall be tailored to the missions and the threats to the units' area of operations.
- e. Develop Program of Instruction (POI) (e.g., individualized, New Equipment Training (NET) and Home Station Training (HST)) delivery for a new type of robotics or handheld detector equipment) (Section F, Deliverable 38).
- f. Develop and deliver POR refresher training (Section F, Deliverable 39) for non-weapons systems and equipment.
- g. Provide enterprise-wide training course management and curriculum development.
- h. Provide, identify, and/or manage items such as mock training environments, docked or underway surface and subsurface vessels, Gas and Oil Platforms (GOPLATs), waterborne training facilities and locations, hyperbaric chambers, and other training-related items.

To support specific TDLs under this task, the contractor may be required to provide, operate and maintain unmanned aircraft. Such aircraft shall be contractor owned contractor operated (COCO) or Government owned contractor operated (GOCO) aircraft when the contractor has acquired the aircraft on behalf of the Government under this TO. Maintenance of the unmanned aircraft shall be sufficient to meet training objectives, but will not extend past the timeframe of the specific TDL.

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The contractor shall integrate risk management and environmental considerations when developing training curricula and training plans.

### **C.5.4.3 SUBTASK 3 – PROVIDE VIRTUAL REALITY (VR) AND VIRTUAL BATTLESPACE (VBS) SOFTWARE SUPPORT AND DEVELOPMENT**

The contractor shall provide VR and VBS software support, including customizing existing applications or developing new scenarios for existing software. VBS software updates will be completed by the manufacturer; however, the contractor shall work with the Government to provide input to support the updates.

### **C.5.4.4 SUBTASK 4 – TRAINING AID DESIGN AND FABRICATION**

The contractor shall provide SOF-specific training aid and device design (Section F, Deliverable 40) and fabrication of training aids and devices services (Section F, Deliverable 41). As threats emerge or conditions change, the contractor shall have the ability, resources, skilled personnel, and facilities to replicate realistic training aids and devices that simulate real-world conditions and capabilities.

Utilizing all information regarding emergent threats received from units in theater or from any other sources, the contractor shall perform reverse engineering and fabricate training devices to replicate new or emergent threats. The devices shall be utilized by the contractor to train forces, or as determined by the Government, turned over to SOF organizations to support their training requirements.

Materials required for the fabrication shall be purchased by the contractor and/or supplied by the Government. Contractor-purchased materials shall follow the ODCs procedures outlined in Section H.

After training devices have been fabricated, the Government will accept delivery; training devices shall become Government property. The contractor shall provide a Monthly Fabrication Activity Report (Section F, Deliverable 42) to the USASOC TPOC and FEDSIM COR detailing all training device fabrication activities that occurred in the previous month and a 90-day forecast of upcoming requirements with projections for materials needed to fulfill the requirements.

### **C.5.4.5 SUBTASK 5 – DELIVER SOF TRAINING**

The contractor shall deliver individual and collective training for SOF units at unit home stations, off-site training locations, Combat Training Centers, and forward-deployed locations. The contractor conducting training may be required to travel with or travel to the unit to observe certification and validation events to provide training, mentoring, and coaching and provide the Government with feedback regarding the effectiveness of the individual and collective training conducted. The training may be for individuals, units, or leaders. Contractor personnel conducting training may perform the training on an ad hoc basis or may be deployed for extended periods of time (i.e., long-term TDY) at CONUS or OCONUS locations.

The contractor shall provide SOF expertise to assist all levels of commands in building readiness through training, including advanced skills training. Trainers shall assist commanders in mission analysis, assessment, training plan development, and collective training execution. Trainers shall also assist commanders with internal collective training and readiness evaluations and assessments. Trainers shall assist with unit mission readiness by providing unit specific

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individual training tailored to the unit commander's priorities, mission requirements, state of training readiness, unit Area of Responsibility (AOR), threat, training cycle, and training time available. Training will be scheduled and conducted based on the unit commander's or requesting subordinate's input. The contractor shall assist unit leadership with developing training scenarios for collective events when required.

Upon completion of each individual or leader training session, the contractor shall conduct a comprehensive Post-Training Review (Section F, Deliverable 43) and shall document applicable data, trends, and metrics in a Post-Training Report (Section F, Deliverable 44). Post-Training Reports shall capture the successfulness, relevance, and applicability of the training methods, content, structure, risk management measures, and training aids used during the individual or leader training. The contractor shall conduct analysis of this post-training information and make recommendations regarding the effectiveness of the training development and delivery system.

### **C.5.4.6 SUBTASK 6 – PARTNER NATION AND MULTI-NATIONAL (MN) FORCE TRAINING**

The contractor shall provide training for forward-deployed SOF organizations. The contractor shall have the capability to conduct the training in a multi-lingual environment. The contractor shall assist forward-deployed SOF units with training on skills needed to develop and sustain proficiency in SOF core activities, including FID, SFA, and UW. In addition, the contractor shall be prepared to provide partner nation, regional security organization, and MN training

The contractor shall provide support for the coordination of partner nation and MN training requests and the tracking of associated funding and equipment approved by the DoS and the DoD and implemented by the Defense Security Cooperation Agency (DSCA) and Global Combatant Command.

At the request of the Government, the contractor shall provide support to activities that enable building security relationships and partner capacity in support of Theater Campaign Plans (TCPs), including:

- a. Joint Combined Exchange Training (JCET)
- b. Foreign Humanitarian Assistance
- c. International Military Education and Training (IMET)
- d. Military Personnel Exchange Programs (MPEP)
- e. Mobile Training Teams (MTT)
- f. Regional Defense Combating Terrorism Fellowship Program (CTFP)

The contractor shall work with the Government to vet all training material that will be utilized in partner nation or MN training through the Foreign Disclosure Process (FDP) to ensure the package is suitable for release prior to the commencement of any training activities. The contractor shall develop a signed checklist ascertaining that all training material that will be utilized in partner nation or MN training is vetted through the FDP (Section F, Deliverable 45).

Upon completion of each training session, the contractor shall provide comprehensive Partner Nation and MN Post-Training Reports (Section F, Deliverable 46).

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### **C.5.5 TASK 5 – PROVIDE INFORMATION WARFARE (IW) SERVICES AND SOLUTIONS**

The contractor shall provide IW and special activity support to the Government. Under this task, the contractor shall provide IW services and solutions that accomplish the following:

- a. Support the synchronization and assessment of capabilities across all programs.
- b. Meld strategic goals with capabilities through strategic engagement in order to identify future requirements and potential shortfalls.
- c. Provide liaison capabilities.
- d. Examine organizations, systems, processes, interoperability, technology, and personnel.

Additionally, the contractor shall support the Government by conducting research, building IW capabilities, and developing and executing IW plans (Section F, Deliverable 47). This includes:

- a. Supporting strategic communications.
- b. Coordinating with other IW stakeholders across USSOCOM, DoD, DoS, and the broader interagency community to foster innovative solutions in the application of whole-of-Government approach, to improve processes and procedures, and to promote IW and Information Operations (IO) objectives in support of national strategy.
- c. Supporting IO-focused assessment efforts, which includes assisting with the development of tailored Measurement of Performance (MOP), Measurement of Effectiveness (MOE), and Measurement of Effectiveness Indicator (MOEi).
- d. Supporting and integrating with Joint Interagency coordination groups or working groups between U.S. Government, private sector entities, and Non-Governmental Organizations (NGOs).
- e. Supporting diplomatic, information, military, and economic instruments of activities.

This support shall be provided at CONUS and OCONUS locations as required by USASOC, its subordinate commands, and strategic/operational partners.

#### **C.5.5.1 SUBTASK 1 – PROVIDE INFORMATION CAPABILITIES SUPPORT**

The contractor shall provide mission support in the information domain. To perform this work, the contractor shall consider all relevant authorities. This work includes the following activities.

- a. MISO and Military Deception (MILDEC): The contractor shall provide expertise in mission analysis, planning, CONOPS development, and execution development of MISO and MILDEC tasks, including coordinating steady-state messaging plans inclusive of sequels and branches that support the overall MILDEC objectives and goals and coordinating with other Information Related Capabilities (IRCs) to ensure the platform identifies and understands target audiences to influence emotions, motives, reasoning, and ultimately behavior leading to MILDEC operations. MILDEC activities require constant coordination with other IRCs and thorough knowledge of adversary decision making calculus. The contractor shall coordinate and integrate both MISO and MILDEC with the other IRCs to maximize return on investment. MILDEC plans (Section F, Deliverable 48) must be believable, verifiable, consistent, and executable in accordance with IRCs as well as applicable legal review. The contractor shall provide the resources necessary to surge to up to 150 simultaneous missions across all geographic commands.



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- b. EW: The contractor shall provide expertise in mission analysis, planning, CONOPs development, and execution development of Joint Electronic Spectrum Operations (JEMSO) tasks, including:
  - 1. Electromagnetic spectrum management support for operations and training.
  - 2. Support for EW in coordination with IO and MISO/MILDEC to influence, disrupt, corrupt, or usurp adversary decision making.
  - 3. Assisting with the close coordination between cyber, SI, and space operations to deconflict authorities.
- c. Space/STO: The contractor shall provide expertise in mission analysis, planning, CONOPs development, and execution development of Space and Integrated Joint Special Technical Operations (IJSTO) tasks, including:
  - 1. Assisting with the analysis and implementation of IW/IO in coordination with STO, Strategy and Policy (S&P), and space tools and capabilities.
  - 2. Assisting with the development of CONOPs and requirements for IO capabilities and programs that will enhance warfighting capabilities.
  - 3. Identifying how the Government can utilize IO, STO, and SAP capabilities to enhance current operations, crisis response, and FP.
- d. Technical Support: The contractor shall provide expertise in mission analysis, planning, CONOPs development, and execution development of technical tasks, including developing solutions to gain or collect MOE or MOEi through technical device application. The contractor shall identify requirements for technical solutions that enable the other IRCs or to gain access that is not physically available. The contractor shall integrate with the private sector, national labs, and other Government entities to develop near-term material and technical solutions and propose long-term solutions in support of continued operations where those operations will still be relevant for long-term solutions. The contractor shall have an in-depth knowledge of relevant authorities. The contractor shall document the findings in a Technical Assessment and Recommendation Report (Section F, Deliverable 49).
- e. Civil Military Operations (CMO): The contractor shall provide expertise in mission analysis, planning, CONOPs development, and execution development of CMO tasks, including:
  - 1. Coordinating with IW/IO cells to identify mutually supporting opportunities.
  - 2. Establishing, maintaining, influencing, and/or utilizing relationships developed through CMO for IW/IO efforts.
  - 3. Supporting IW/IO cell with target audience analysis.
- f. Public Affairs Operations: The contractor shall provide expertise in mission analysis, planning, CONOPs development, and execution development of public affairs tasks, including:
  - 1. Coordinating with the IW/IO cell to minimize conflict.
  - 2. Integrating Psychologic Operations in accordance with DODD S-3321.
  - 3. Maintaining situational awareness of publicly available information.
  - 4. Briefing the command on relevant events and perceptions for integration into future planning.

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5. Preparing for and advising counter-propaganda executions in coordination with IW/IO cell.
- g. Cyber Operations: The contractor shall provide expertise in mission analysis, planning, CONOPs development and implementation of cyber operations, including supporting the Government with the integration of C4, cyber, and cyberspace operations into SOF strategic, operational, and tactical objectives. The contractor shall work with the Government to facilitate information sharing, internally and externally, and to integrate information sharing into C4, cyber, and cyberspace operations. The contractor shall work in coordination with Defense Information Systems Agency (DISA), U.S. Cyber Command (CYBERCOM), Joint Force Headquarters-Cyber (JFHQ-C), Army Cyber Command (ARCYBER), Marine Corp Forces Cyber Command (MARFORCYBER), Sixteenth Air Force (Air Force Cyber), Fleet Cyber, JFHQ-DoD Information Network (JFHQ-DoDIN), and other cyber entities in support of this task. The coordination will integrate with IW/IO to maximize the return on investment of cyber operations.

### **C.5.5.2 SUBTASK 2 – PROVIDE SIGNATURE REDUCTION, IDENTITY MANAGEMENT, AND OPERATIONS SECURITY (OPSEC) SUPPORT**

The contractor shall provide electronic identity management support to develop, synchronize, and de-conflict signature reduction plans and annexes and facilitate pre-mission briefing and training. The contractor shall:

- a. Provide signature management support in deception operations and all previously mentioned IRCs and sensitive activities.
- b. Provide OPSEC planning support to all previously mentioned IRC and sensitive activities.
- c. Identify critical information.
- d. Apply threat analysis.
- e. Apply analysis of vulnerabilities.
- f. Assess risk.
- g. Apply appropriate OPSEC measures.

### **C.5.5.3 SUBTASK 3 – PROVIDE OPERATIONAL INFLUENCE SUPPORT**

The contractor shall provide support and assistance to the Government with market research, creative and content development, media planning and buying, campaign assessment, and other best-in-class digital and traditional behavior change marketing techniques in direct support of military objectives and operations. This work shall support the Operational Influence Platform (OIP) program that is the application of commercial marketing techniques to effectively message and influence select target audiences in support of SOF objectives. OIP is intended to amplify existing partner (interagency and international) messages through research, product development, product dissemination, and assessment.

The primary objective of this task is to develop integrated marketing, outreach, and communications (Section F, Deliverable 50) in support of themes and objectives derived from supported geographic commands' objectives, emerging contingencies, and approved plans and programs in direct support of military objectives and operations. The contractor shall work with the Government to ensure that all messaging and communications are synchronized and

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coordinated with supported geographic commands' objectives and priorities prior to dissemination. The contractor shall develop, produce, disseminate, and assess the effectiveness of localized and culturally appropriate marketing and advertising content (Section F, Deliverable 51). The contractor shall utilize modern behavior change marketing techniques to identified foreign audiences, influencers, and key communicators and assess the effectiveness of that messaging on their behaviors. As emerging technologies become available, the contractor shall evaluate them for incorporation into deliverables and projects upon approval by the Government. The contractor shall advise the IO planners for USASOC, its subordinate commands, and strategic and operational partners on OIP integration and provide recommendations and inputs into relevant planning efforts including deliberate, crisis, and steady-state.

At no time will the work performed under this task or the deliverables and data produced by the contractor target or collect data on U.S. citizens. All information shall operate within and in accordance with relevant geographic commands' authorities and permissions. The contractor shall be responsible for ensuring that all work performed under this task and all deliverables comply with relevant host nation laws and regulations.

### **C.5.6 TASK 6 – PROVIDE LOGISTICS AND EQUIPMENT SERVICES**

The contractor shall provide logistics and equipment services. Maintaining accountability and serviceability of SOFETOPS equipment is of vital importance to the program. The contractor shall maintain logistics and equipment documentation as required in the subtasks below. The contractor shall also provide services to support Government logistics and equipment operations as described in the following subtasks.

This support shall be provided at CONUS and OCONUS locations as required by USASOC, its subordinate commands, and strategic/operational partners.

#### **C.5.6.1 SUBTASK 1 – PROVIDE LOGISTICS AND EQUIPMENT OPERATIONS**

The contractor shall provide logistics and equipment operations, including all aspects of the management, control, accountability, issue, sustainment/repair, return, and oversight of the following:

- a. All current and future non-POR pieces of equipment.
- b. All limited-density, POR equipment not issued to units.
- c. All training equipment that is a bridging solution to a POR or has become a POR item.

The contractor shall be responsible for providing operator-level maintenance on all assigned Government-Furnished Property (GFP) and coordinating with the Government if further maintenance is required.

The contractor shall assist with the transfers between training sites, transfers between organizations, and transfers to locations for repair/replacement through vendor services or installation transportation offices. The contractor shall utilize an inventory and accountability management system for all current and future training equipment and devices. The contractor shall provide:

- a. Visibility of non-POR pieces of equipment not issued to units.
- b. Accurate tracking of POR equipment and components through all phases of asset transactions.

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- c. Equipment locations.
- d. Sub-hand receipt three levels below the Accountable Officer.
- e. Maintenance management.
- f. Forecast calibration for Tool Measurement Diagnostic Equipment (TMDE).
- g. Accurate historical records (e.g., usage, loan, operation readiness, calibration, and users).
- h. Accurate tracking of surge/transfer of equipment between locations.
- i. Automated tracking of asset loan history utilizing Automated Inventory Tags (AIT) marked items.

The contractor shall compile a Monthly Equipment Utilization Report (Section F, Deliverable 52) that reflects Equipment On Hand (EOH), utilization, and operational readiness rates. The contractor shall also compile a Monthly Operational Readiness Report (Section F, Deliverable 53) detailing the status of equipment out for upgrade/repair. The contractor shall work in conjunction with the Government to facilitate the sustainment and maintenance process of all equipment.

### **C.5.6.2 SUBTASK 2 – PROVIDE SENSITIVE ACTIVITIES LOGISTICS**

The contractor shall provide sensitive activities logistics services in support of SOF missions and tasks under this TO. The contractor shall provide equipment and air, ground, and water transportation for contractor and Government personnel as required per the associated TDL. The contractor shall provide transportation into locations where adequate commercial transportation services are not available or feasible.

### **C.5.7 TASK 7 – PROVIDE EXERCISE AND ASSESSMENT SUPPORT SERVICES**

The contractor shall provide support to USASOC's, its subordinate commands', and strategic and operational partners' exercises, wargames, Tabletop Exercises (TTX), lessons learned programs, and assessment activities. As required by the Government, the contractor shall provide this support from the initial planning stages, including planning conferences, through execution and assessment. Expertise shall be provided, at a minimum, in the following areas:

- a. Ground and air operations.
- b. Joint/interagency/MN coalition and partner nation operations.
- c. JS operations.
- d. SOF intelligence.

This support shall be provided to episodic operational exercises (such as Global Pursuit, Emergency Deployment Readiness Exercises (EDREs) and Pre-Deployment training); sustained exercise support for established training courses and pipelines; and partner-enabled exercise support (e.g., Flintlock).

This support shall be provided at CONUS and OCONUS locations as required by USASOC, its subordinate commands, and strategic/operational partners.

#### **C.5.7.1 SUBTASK 1 – PROVIDE EXERCISE PLANNING SUPPORT**

The contractor shall provide subject matter expertise with a combination of skills and experiences, including SOF domain operations; IW and EW; Joint SOF operational experience; and intelligence and interagency operations to assist with participation in exercises and battle

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staff events as determined by USASOC, its subordinate commands, and its strategic and operational partners. Contractor support to be provided shall include the following activities.

- a. Assisting with the development of operational and planning concepts.
- b. Providing combat modeling, simulation, and war gaming (Section F, Deliverable 54). The contractor may be required to develop new or modify existing models, wargames, expert systems, and simulations to assist in the testing of concepts and decisions, exploration of issues, and development and non-systems-related maintenance of databases to support models, training, games, and simulations.
- c. Attending planning conferences to establish participation execution events, timelines, and communication requirements.
- d. Developing subject-matter-specific Master Scenario Events List (MSEL) injects, objectives, scenarios, events, and vignettes.
- e. Assisting with conducting the white cell and acting as controller participants.
- f. Developing MOE and MOP (Section F, Deliverable 55).
- g. Conducting the After-Action Review (AAR), summarizing the MOE and MOP, and documenting lessons learned (Section F, Deliverable 56).

### **C.5.7.2 SUBTASK 2 – PROVIDE EXERCISE ASSESSMENT SUPPORT**

The contractor shall assist the Government with overseeing the development of assessment processes and the execution of assessment support including the following activities.

- a. Developing program or initiative-specific MOE and MOP.
- b. Articulating information requirements and documenting the assessment strategy and plan.
- c. Compiling and cleaning assessment data.
- d. Establishing reporting criteria and timelines to satisfy operational and Government assessment requirements.
- e. Interfacing with the USASOC J8 and other Government assessment activities including the JS and the OSD.
- f. Conducting assessments of program, initiatives, and activities and documenting the results in assessment reports.

### **C.5.7.3 SUBTASK 3 – PROVIDE MISSION TRAINING AND REHEARSAL SUPPORT**

The contractor shall support training and mission rehearsal activities. This includes providing expertise in the areas of SOF operational mission sets, their applicability to training, and technical knowledge of the requirements generation system, simulation development, acquisition, implementation of these mission sets, and network architectures. This also includes the analysis of current training requirements with recommendations (Section F, Deliverable 57) to update requirements. These efforts are related to the identification, analysis, user evaluations, and generation of training requirements to support time-critical training system needs for SOF. This support also may involve the identification, assessment, or coordination with the acquisition or other applicable communities to develop or modify training materials or strategies to take advantage of advanced technologies. This support may be conducted in remote locations and with the Government.

### **C.5.8 TASK 8 – PROVIDE MODERNIZATION AND INNOVATION SERVICES**

The contractor shall provide planning, Research and Development (R&D), and assessment services that seek to provide SOF units with novel combined arms concepts at the operator-level (Section F, Deliverable 69). While ARSOF continues to build readiness, it must also prepare for the future by modernizing doctrine, equipment, processes, and organizational structures. SOF modernization is a continuous process requiring testing and refinement of operating concepts, utilizing emerging technologies, anticipating changes in the operating environment, and collaborating across the entire DoD.

The MDO concept is guiding the modernization effort and includes identifying the threats and challenges SOF will face in the future. As part of the MDO concept, SOF will employ fully integrated intelligence, cyberspace, IW, and EW operations as part of joint and unified land operations. R&D will combine humans and unmanned assets, ubiquitous communications and information, and advanced capabilities in all domains to maximize SOF performance in increasingly complex OEs.

This support shall be provided at CONUS and OCONUS locations as required by USASOC, its subordinate commands, and strategic/operational partners.

### **C.5.9 TASK 9 – PROVIDE MISSION ENABLING SUPPORT**

The contractor shall provide technical and operational support to USASOC and its strategic partners by performing tasks that enable mission accomplishment.

This support shall be provided at CONUS and OCONUS locations as required by USASOC, its subordinate commands, and strategic/operational partners.

#### **C.5.9.1 SUBTASK 1 – PROVIDE KNOWLEDGE MANAGEMENT (KM)**

The contractor shall provide KM support with the objective of fostering information sharing and enhancing decision making across the command. The contractor shall capture individual and organizational knowledge and develop a KM strategy, methodology, and plan utilizing industry best practices and procedures (Section F, Deliverable 58). This strategy shall be tailored to the current and potential future requirements of USASOC, its subordinate command's, or strategic and operational partner's requesting organization or directorate. The contractor shall utilize SharePoint or other Government-approved domains to develop, build, manage, and maintain collaborative environments, at both unclassified and classified levels. In developing and maintaining these environments, the contractor shall ensure that it complies with all command and DoD standards and regulations.

#### **C.5.9.2 SUBTASK 2 – PROVIDE FACILITY SUPPORT**

The contractor shall provide technical expertise to perform secure facility analysis, develop security plans, studies, and reports (Section F, Deliverable 59) to manage secure facilities for related SOF requirements. The contractor shall also perform ancillary work to modify secure facilities when necessary to meet SOF mission needs. The contractor shall also operate Government facilities at appropriate classification levels required for test, evaluation, and training support. Additionally, the contractor shall support the operation of USASOC's security program including, but not limited to, processing visitor requests, computer access requests,

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visitor escort, and any other security program tasks needed to support specific efforts required in a TDL provide support training and mission rehearsal activities.

### **C.5.9.3 SUBTASK 3 – PROVIDE CULTURAL AND LINGUISTICS SUPPORT**

The purpose of this subtask is to provide Subject Matter Experts (SMEs), as described below, to assist USASOC, its subordinate commands, and its strategic and operational partners in effectively planning and conducting their missions. Cultural and linguist SMEs play a vital role in the execution of a wide variety of SOF missions. Services the contractor shall provide include the following.

- a. Providing multilingual monitoring of foreign news sources to provide timely and contextual analysis of current events and affairs, including trend analysis on key issues developing over time; a range of foreign affairs complex issues; public opinion; and media sentiment.
- b. Using foreign language fluency and regional expertise to work closely with SOF leaders, planning officers, and operational elements to ensure themes and messages within messaging plans are contextually and appropriately nuanced at the following levels: historically; politically; socially; culturally; and economically. The contractor shall provide a deep knowledge of international relations, especially as issues apply to the interests the U.S. holds within different countries and regions, including worldwide trade, international and/or regional law, U.S. foreign policy and regional policy, economics, domestic security, terrorism, and regional environment/geography.
- c. Researching and continually studying a region to provide insightful, objective analysis that can be instrumental in assisting and advising SOF at all levels.
- d. Providing cultural and language expertise, as needed, including written translation services when required.
- e. Providing foreign language news media expertise and advice to SOF elements. The contractor shall proactively inform leadership of social, political, economic, and religious motivations behind major thought-provoking leaders (e.g., large news outlets, reporters, writers, or social media presence).
- f. Translating and providing advice regarding appropriate cutlines and captions.
- g. Developing program or initiative-specific MOE and MOP.
- h. Compiling and organizing assessment data from foreign language sources.